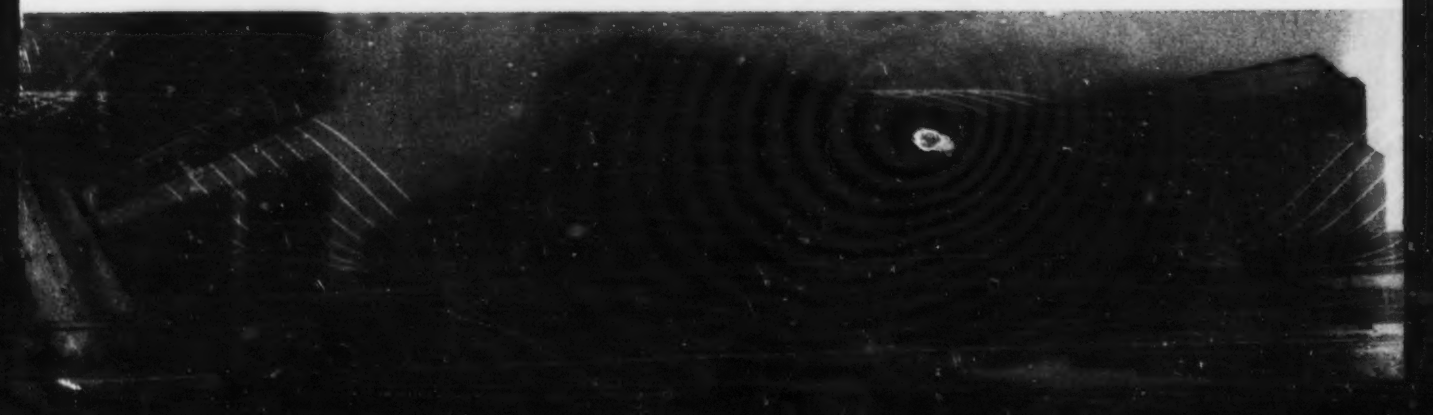
Ontario
SuperBuild

Building Ontario's Future

A SuperBuild Progress Report

December 2000



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Message from the Minister

I am pleased to present the first SuperBuild Progress Report.

The SuperBuild Corporation represents a new and fresh approach to government capital planning and spending in the province of Ontario. It is an approach anchored firmly in the belief that public-private partnerships can help build public infrastructure in the province in the most cost-effective and productive manner possible.

We have demonstrated that partnerships between government and the private sector work. The successful sale of Highway 407 to the private sector, the largest highway privatization in the world, generated $3.1 billion for the Ontario treasury. The continuing construction to complete the highway has created over 6,000 new jobs and has helped to relieve traffic congestion for business and commuter traffic across the Greater Toronto Area.

The recent lease agreement between the Province and British Energy for the Bruce Nuclear facility is a partnership that will see a dormant provincial asset revitalized and reactivated. As a result, jobs will be saved in many Bruce Peninsula communities and new economic growth will be possible in the region.

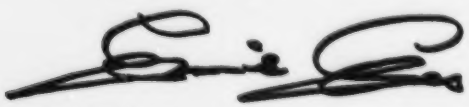
The mandate for partnerships through the SuperBuild Corporation extends beyond the private sector to our transfer partners in the municipal, post-secondary education and health care communities. Last year, in partnership with the private sector and the province's academic leaders, we committed $1.8 billion toward higher education in Ontario. That money will create 73,000 new student spaces in the province.

Health care still remains our highest priority. Through partnerships we are investing $1.8 billion to modernize our hospitals and provide Ontarians with the highest standards of health care possible.

To ensure public health and safety across Ontario, SuperBuild Corporation is administering the Ontario Small Town and Rural Development initiative (OSTAR). This $600 million initiative will assist small towns and rural communities in financing their infrastructure needs, particularly water and sewage systems to provide safe and reliable drinking water.

These are a few of the activities SuperBuild Corporation has undertaken in the last year. The possibilities for new partnerships for the future are limitless. We look forward to an active year with subsequent rounds of the OSTAR initiative, and the first rounds of the Sports, Culture and Tourism Partnerships and the Millennium Partnerships initiatives.

The legacy of SuperBuild will be a state-of-the-art system of infrastructure that will meet the needs of Ontarians today and tomorrow.



Ernie Eves,
Minister of Finance

Message from David Lindsay

SuperBuild has been in operation for less than a full year. Already we are having an impact on the way government thinks about infrastructure. Our mandate is to help the provincial government and its broader public sector partners be more strategic and be more creative in the financing and management of its physical assets.

In the coming decades Ontario will need even better infrastructure so that hospital waiting lists will decrease, goods can be transported to market, students have spaces in modern college and university laboratories, and court users can access new, modern facilities. Our ambition then is to build Ontario's future – to invest in infrastructure that encourages economic growth and enhances our province's cherished quality of life.

We have set a five-year goal of investing $10 billion in a variety of infrastructure projects, and using that investment to lever an additional $10 billion or more in partnership investments from the private and broader public sectors. Our commitment is more than just billions of capital dollars for new facilities and networks – SuperBuild's legacy will also be new ways of financing, developing and thinking about infrastructure.

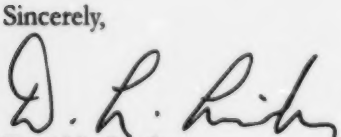
In our first phase of work SuperBuild has been meeting its goals in a variety of ways:

- by rebuilding Ontario's hospitals, colleges, universities, highways and other key infrastructure so that we can deliver better services to the people of Ontario;
- by championing new, prudent implementation, accountability and asset management practices among our municipal, hospital administration and other broader public sector partners;
- by driving public-private partnerships and other innovative investment approaches that improve services for taxpayers; and,
- by providing high-quality advice to our colleagues inside and outside the provincial government on the challenging work of forging workable partnerships.

This first progress report focuses on the successes that we have achieved by working with colleagues from inside and outside government. I hope that when you look through this document you will discover where your future goals and ambitions might fit with those of SuperBuild.

I look forward to hearing from you and other potential partners as we continue to develop new and creative financing tools and ways of thinking about infrastructure for Ontario's economic growth and quality of life.

Sincerely,



David L. Lindsay
President and Chief Executive Officer
Ontario SuperBuild Corporation

Ontario SuperBuild Corporation Board of Directors

The Ontario SuperBuild Corporation's 14-member advisory board consists of professionals from Ontario's public and private sectors. Their role is to provide advice and counsel to the Minister of Finance on the creation of new public-private partnerships and on approaches to privatization and specific infrastructure challenges such as the development of a long-term water and sewer infrastructure investment and financing strategy. The Board members are:

Mary Mogford (Chair)
Frank Potter (Vice Chair)
David L. Lindsay (President and CEO)
Diane Beattie
Robert Christie
Sir Graham Day
Robert William Martin
Roger L. Martin
Owen W. McAleer
Mary Theresa (Terry) McLeod
Peter Minogue
Bryne Purchase
Helen Sinclair
Richard M. Thomson

Helping to make a difference: clean water for Ontario residents

On August 8, 2000, when Premier Mike Harris announced Ontario's tough, new drinking-water standards, he also called on SuperBuild's Board of Directors to guide the development of a long-term water and sewer infrastructure investment and financing strategy. The SuperBuild Board is working with a number of ministries (such as the Ministry of the Environment and the Ministry of Municipal Affairs and Housing), municipalities and other public and private stakeholders to assess how we currently price and deliver water and sewer services in Ontario, and to recommend how it can be done even better in the future.

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SuperBuild at Work

SuperBuild, the government's five-year, $20 billion infrastructure initiative, is committed to providing the best value for Ontario taxpayers – creating a higher quality of life for everyone, as well as increased economic productivity and more job-creating business. This innovative new infrastructure approach is building Ontario's future in a number of complementary ways:

- investing Ontario taxpayers' dollars in traditional capital projects such as highways, courthouses and parks, but for the first time guided by central, strategic direction from the Cabinet Committee on Privatization and SuperBuild;
- multiplying the government's investments in Ontario's hospital, college, university and municipal infrastructure by leveraging partnership investments from the private and broader public sector;
- identifying Ontario's infrastructure needs and meeting them through new methods of private sector financing and partnerships;
- reviewing the government's services and assets to see where public-private partnerships might offer even greater value to taxpayers;
- offering experience, advice and perspective to government and broader public sector colleagues on how to build successful partnerships; and,
- serving as the Province's co-ordinator for investments under the Canada-Ontario Infrastructure Program Agreement.

The Ontario SuperBuild Corporation

The SuperBuild initiative is delivered through the Ontario SuperBuild Corporation, an agency that reports to the Minister of Finance and Deputy Premier. The corporation has a president and CEO, who is assisted by vice presidents responsible for public-private partnerships and capital infrastructure strategies. The Ontario SuperBuild Corporation makes recommendations to the Cabinet Committee on Privatization and SuperBuild. This decision-making structure is unique since, for the first time in Ontario, all provincial infrastructure policy, investment and capital planning decisions are consolidated under a single Cabinet committee.

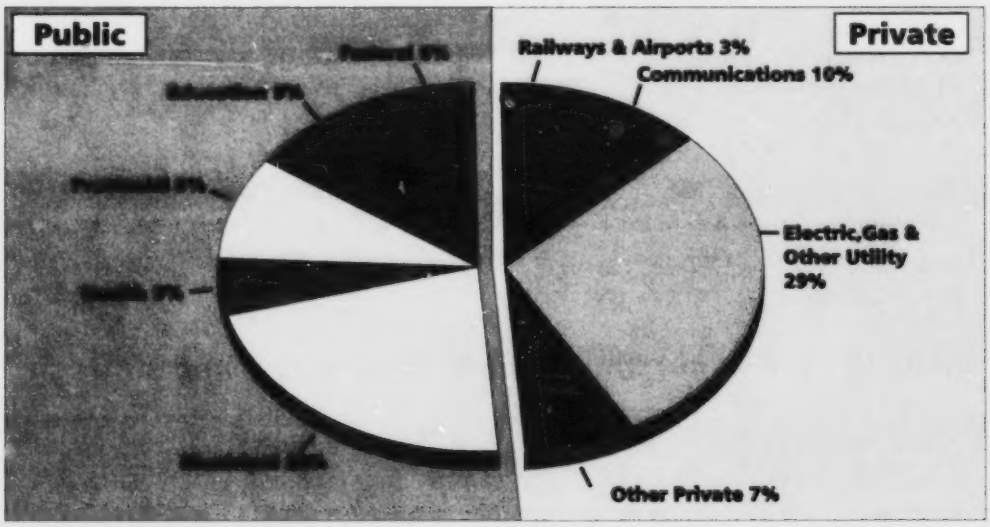
Several principles guide the Ontario SuperBuild Corporation's activities.

- We are bringing together the Province and its public and private sector partners to plan, set priorities and jointly invest in the infrastructure we need to ensure tomorrow's prosperity. **We are a catalyst for investment.**

- We are improving the Province's capital planning, priority setting, and investment process to make it more strategic, responsive and accountable. **We are a driver of change.**
- We are implementing performance measures and other benchmarking tools to ensure we invest in the right infrastructure opportunities at the right time, and get the best value and return for taxpayers and investment partners. **We are a champion of best practices in public asset management.**

Ontario's current infrastructure stock is worth an estimated $200 billion (see chart below). The private sector is responsible for delivering almost 50 per cent of the total stock, including electric, gas and other utilities, communications, railways, airports and other private engineering infrastructure. The federal government is responsible for six per cent of the total stock. About $88 billion is Provincially owned or delivered by the Province's traditional transfer partners in the education, health and municipal sectors. These infrastructure assets – belonging to the Province and broader public sector – make up SuperBuild's primary area of influence.

Ontario's Net Infrastructure Stock, 1997*



* The distribution of net infrastructure stock is based on data by investor, not funder. For example, the provincial number does not take into account provincial transfers to the broader public sector (e.g., post-secondary institutions, hospitals, school boards).

Sources: Ministry of Finance and Statistics Canada

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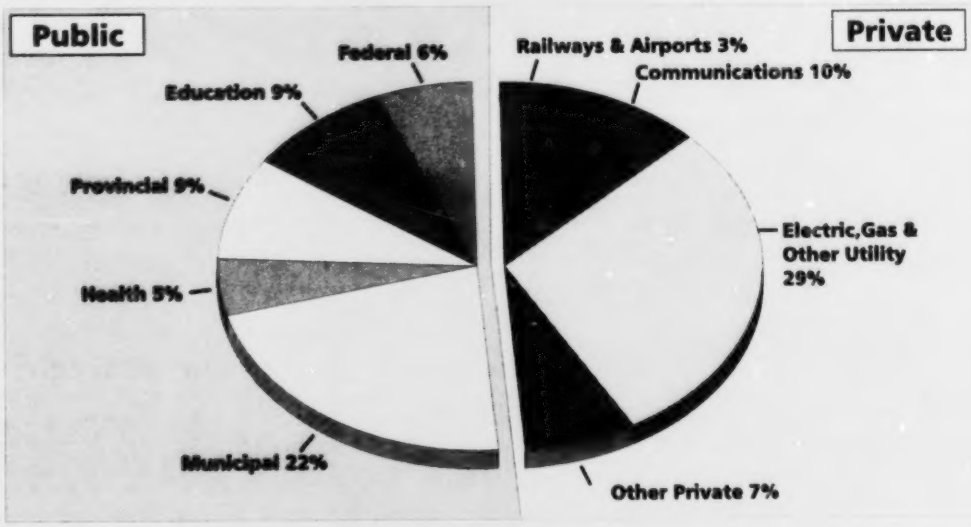

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The need and the challenge

Ontario's economy is booming. Indeed, in 1999 the province's 6.1 per cent rate of growth surpassed that of the United States and all other G-7 nations. Over the next 20 years, the provincial population is expected to grow by almost as much as it has in the previous 20 years.

This level of growth, however, is not something we can take for granted. We must prepare ourselves for the future by prudently building and maintaining the physical assets that support our quality of life. Such infrastructure includes everything from roads and hospitals to new technologies and water systems. Many of these assets are 20 to 50 years old and need to be rehabilitated or replaced. Since the early 1980s, public investment has lagged behind economic growth and demand for services.

We must act now to address this "infrastructure deficit" and plan for future investment needs in order to enhance and protect our public assets, and to leave a more secure and prosperous legacy for our children.

Facilitating innovation through public-private partnerships

Public-private investment partnerships will play a big role in eliminating Ontario's infrastructure deficit. SuperBuild is helping to broker partnership arrangements among provincial ministries, municipalities and institutions with private investors. We're also providing guidance on how to structure such partnerships so that the public interest is protected.

This year we have established three new partnership initiatives (see "Building Ontario's Communities," page 33). What is unique about these initiatives is that they require the proponents to make a business case for Provincial capital dollars by demonstrating need, innovation and investment partnership.

Making capital investment more accountable and strategic

This is the first year of the government's new capital planning process, coordinated by SuperBuild. In the past, each provincial ministry was given its own capital funds and established its own set of priorities. Then universities or hospitals applied for and received funding from separate ministries. But neither governments nor those institutions were responsible for thinking about or planning strategically for how one decision related to any other or to the "bigger picture."

Under the new SuperBuild process, ministries are required to take stock of the age, condition and value of capital assets; ministries must also project future capital needs. The same requirement is being applied to, for example, universities and hospitals – they also must develop long-term capital asset plans as a condition for receiving Provincial capital investment support.

All approvals for capital plans by ministries must be funnelled through SuperBuild and then to the Cabinet Committee on Privatization and SuperBuild (CCOPS), which undertakes a strategic review and develops a capital plan for the government.

Reviewing the ownership of public assets and services

SuperBuild is also involved in reviewing government's role in the delivery of services. Provincial businesses and services will be evaluated on an individual basis to determine where the private sector can deliver higher quality services at a lower cost to taxpayers. SuperBuild will retain expert external advisors to review services. SuperBuild will also develop open, fair and transparent processes to ensure that the public's interest is protected and taxpayers receive highest value.

Investing in Ontario's justice system

The Ontario government is committed to building a better justice system and to creating safer communities. To help achieve these goals, the government is investing in the construction of new courthouses and the improvement of existing courthouses across Ontario. Modernized court facilities improve access to the courts, support community safety and stimulate local job creation. Since 1995, the provincial government has committed $269 million to build or renovate court facilities. (See "Building Ontario's Justice Facilities," page 25.)

Electrical generating facility to be managed by private company

In a leading example of innovation, Ontario Power Generation entered into a major agreement with Bruce Power, a company 95 per cent owned by British Energy PLC, to lease Bruce A and B nuclear power facilities until 2018. Though still subject to full regulatory approvals, the deal injects private equity into publicly owned facilities and creates new opportunities for economic growth in the local community of Kincardine and the South Bruce region. With continued vigilance and emphasis on public safety, this initiative is also a major step toward opening the Ontario electricity marketplace to competition and providing electricity consumers with choice.

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Government invites proposals to improve customer service at driver examination centres

Providing high-quality public service using flexible and effective delivery methods is the way of the future. For example, if new legislation is passed, the government plans to allow a private sector organization to deliver driver examinations. The new service provider would be selected through a competitive proposal process administered by the Ministry of Transportation. With a record number of eight million drivers in Ontario – and the number is growing – the ministry is exploring different ways to deliver this public service, while focusing its resources on service management and standards. In communities across Ontario, routine licensing transactions are already being provided by the private sector.

Highway 407 sale

In May 1999, Ontario undertook the largest highway privatization in the world with the sale of Highway 407 ETR, the world's only open-access, fully electronic toll highway. The highway was sold for $3.1 billion to a private sector consortium. Under the purchase agreement, the consortium agreed to extend the highway a total of 39 kilometres. This is an example of a partnership opportunity that SuperBuild intends to pursue in the future with other highway projects.

Building Ontario's Knowledge Infrastructure

Developing Ontario's intellectual capital

A high quality post-secondary education system is absolutely essential if Ontario is to succeed at leading Canada and other countries in economic growth, job creation and prosperity.

Ontario's colleges and universities must become world-class centres of academic teaching and research excellence. As incubators of innovation, they are ultimately responsible for ensuring that Ontario maintains its well-educated and skilled workforce – a competitive advantage that will become even more important in the future.

But we face some challenges. Ontario has not kept up with other jurisdictions that have made capital investments in higher education – investments that make those jurisdictions more responsive to the needs of students and communities. As well, at a time when high-tech and manufacturing industries are facing a shortage of skilled workers such as engineers, only seven per cent of Ontario's graduates are from this field – the lowest percentage of all OECD countries.

SuperBuild investment is helping colleges and universities achieve a better program balance by increasing the number of student spaces in growing areas of demand while reinforcing support for liberal arts education.

Meeting the challenges

Ontario's higher education institutions are facing a major increase in enrolment as a result of demographic factors, secondary school reform and a trend toward life-long learning. At the same time, many existing facilities require significant technical upgrades to keep pace with new technology and advances in research.

Hence, SuperBuild is partnering with colleges, universities and the private sector to build new buildings and renovate existing ones on campuses and to create province-wide information technology networks. These partnerships will result in 73,000 new spaces for students available by 2003.

The total investment is $1 billion from SuperBuild and $800 million from private and public sector partners. This is the largest capital investment in Ontario's colleges and universities in more than 30 years.

More innovation and accountability

This unprecedented investment is part of a far-reaching change process toward greater innovation and accountability championed by SuperBuild.

- The funding formula for capital proposals is being replaced with a new competitive, criteria-based approach that rewards partnership, responsiveness to student demand, innovation and community benefit.
- All institutions are required to develop long-term capital asset management plans to ensure that the investment is strategic, forward-looking and financially sound.
- Universities and colleges are being encouraged to develop collaborative partnership programs that build on each other's strengths and thereby provide more options and opportunities for students.

Connecting to the marketplace

Ontario must reap the maximum benefit from its investments in research, research capacity and research infrastructure. Building bridges from our centres of discovery that lead quickly to innovations in the marketplace is another priority area of investment.

Three innovative SuperBuild public-private partnerships will create biotechnology commercialization centres over the next 18 months. These centres, in London, Ottawa and Toronto, will speed up the development of promising new technology by connecting small, technology-intensive companies with each other, with research centres and with access to the strategic advice and capital they need to succeed in global markets.

The total investment from SuperBuild is $20 million over four years. Private and other public sector partners will invest an additional $39.6 million over the same period to develop self-sufficient commercialization centres for the new economy designed to seize emerging opportunities in rapidly growing global biotechnology markets.

Ryerson Polytechnic University (2,400 more student spaces)
Ryerson's enrolment will increase by 2,400 students, and the university will produce more graduates than ever in key high-tech fields critical to the growth of Ontario's economy, as a result of a $31.5 million investment from SuperBuild. The funds will go toward building a state-of-the-art Centre for Computing and Engineering. To date, the project has attracted $18.9 million in private contributions, as well as $6 million from Ontario's Access to Opportunities Program. Ryerson will contribute $5 million to the project. The new building will be ready by September 2003. **Total partnership value at maturity: $65.0 million.**

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Queen's University (1,250 more student spaces)

A SuperBuild investment of almost $40 million is enabling Queen's University in Kingston to build the new Chernoff Hall chemistry building and to renovate and expand the teaching space for the school of business. The new five-storey chemistry building, slated for completion in 2002, will boost enrolment by 1,250 students. Graduates will be in demand from several research-driven fields, including medicine, geology, mathematics, biochemistry, materials and environmental science. Improvements to the former Victoria School will provide space for business administration students. Supplementing the SuperBuild investment, Queen's raised $39 million in private contributions from industry and other partners. Queen's itself will contribute $11.2 million to the project. **Total partnership value at maturity: $94.6 million.**

University of Windsor and St. Clair College

Graduates of St. Clair College will be able to transfer credits to the University of Windsor and pursue a degree in automotive research. This collaboration will result in increased enrolment, the modernization and expansion of eight laboratories, renovations to existing facilities and the purchase of new equipment. The project, to be completed by fall 2001, has attracted nearly $2 million in private contributions, building on existing partnerships with Daimler-Chrysler and the Canadian Auto Workers. The County of Essex has contributed $1 million. The SuperBuild investment is $3 million. **Total partnership value at maturity: $5.9 million.**

London Biotechnology Incubator (130 new jobs)

Up to 15 biotechnology companies will find space under one roof located close to one of Canada's largest concentrations of hospital and biotechnology research facilities. The 45,000-square-foot London Biotechnology Incubator (LBI) is being built at the University of Western Ontario research park thanks in part to a SuperBuild investment of up to $5 million. The strategic partnership between industry and LBI will leverage public and private investment to reduce start-up costs for the biotech companies, as well as provide them with the necessary tools to transform themselves into successful competitors in the global marketplace. **Total partnership value: $11.5 million.**

Ontario Research and Innovation Optical Network

A new high-speed "next generation" optical Internet network will be developed to allow researchers and educators from different institutions in both the public and private sectors to work together with colleagues around the world on joint projects. This new advanced network will support research and development into new products and technologies. SuperBuild has committed up to $57 million over the next five years to create the Ontario Research and Innovation Optical Network. Public-private partnerships will implement the initiative. **Total partnership value: estimated $125 million when fully implemented.**

At a Glance: Modernizing Ontario's higher education; creating 73,000 new student spaces

A sample of selected capital commitments by SuperBuild and its private and public sector partners.

Colleges (Over 29,000 new student spaces)

- Algonquin College Advanced Technology Centre
- Cambrian College Transformation 2000: Quality and Accessibility Initiative
- Canadore College Hospitality, Tourism and Ecotourism Management Development Centre
- Centennial College Advanced Technology Institute
- Conestoga College expansion of training/education facility
- Confederation College Patterson Aviation Centre
- Durham College Manufacturing and IT Centre & College/University Centre expansion
- Fanshawe College London campus development
- George Brown College "Building our Future" Capital Project
- Georgian College Centre for Technology Enhanced Learning
- Humber College Lakeshore campus development
- La Cite Collegiale Media Centre
- Lambton College additional classroom and labs
- Loyalist College Quinte Hi-tech Access Centre
- Mohawk College Information Technology Centre
- Niagara College hospitality and tourism expansion
- Northern College Veterinary Technician Program expansion
- Ontario College of Art and Design's "Centre for Design"
- St. Clair College Centre for Excellence in Manufacturing
- St. Lawrence College Learning Commons for the 21st Century
- Sault College Centre for Health and Computer Technology
- Seneca College Newnham Campus expansion/redevelopment
- Sheridan College Centre for Animation and Emerging Technology expansion
- Sir Sandford Fleming College Capacity Building

Universities (Over 33,000 new student spaces)

- Algoma University College learning pavilion
- Brock University new academic complex
- Carleton University expansion and renovation of laboratories and classrooms
- University of Guelph Advanced Learning and Training Centre
- Hearst University College Kapuskasing Campus modernization
- Lakehead University Advanced Technology and Academic Centre
- Laurentian University Brenda Wallace Reading Room and Computer Centre
- McMaster University Business and Arts expansion project
- Nipissing University academic expansion
- University of Ottawa Health Sciences addition and conversion of space
- Queen's University Chernoff Hall chemistry building and School of Business renovation
- Ryerson Polytechnic University Centre for Computing and Engineering
- University of Toronto Health Sciences Complex
- Trent University faculty of arts and sciences academic facilities
- University of Waterloo multi-facility expansion
- University of Western Ontario accessibility and quality project; classroom renovations
- Wilfrid Laurier University northwest campus renewal and expansion
- University of Windsor multimedia learning centre and dramatic art project
- York University Schulich School of Business/Faculty of Education

Joint College/University (Over 10,500 new student spaces)

- Algonquin College-Carleton University joint undergraduate degree program in information technology
- Fanshawe College-University of Western Ontario communication, information and multimedia studies
- George Brown College-Ryerson Polytechnic Centre for Studies in Community Health
- Georgian College-York University collaborative programming
- Humber College-University of Guelph Centre for Advanced Education and Training
- St. Clair College-University of Windsor integrated engineering and technology learning program
- Seneca College-York University Technology Enhanced Learning Building
- Sheridan College-University of Toronto (Mississauga) facilities for program in communication, culture and information technology
- Sir Sandford Fleming-Trent University co-operative ventures

Building Ontario's Health Care Facilities

Keeping pace with a growing and aging population

To maintain high quality and accessible health care for a growing and aging population, Ontario's health care services sector is undergoing restructuring led by the Ministry of Health and Long-Term Care.

Ontario's hospitals are integral to this initiative. As community institutions, they are the largest and most visible components of the health care sector. In the 2000 Ontario Budget, the government demonstrated the strength of its commitment to restructuring the hospital system by fast-tracking an investment of $1 billion through SuperBuild to accelerate capital restructuring and local investment.

Encouraging innovation and accountability

Building on the foundation laid by the Health Services Restructuring Commission (HSRC) and other health care reforms, SuperBuild will encourage even more innovation in the way hospitals and other health care facilities are planned and built. We will work with the Ministry of Health and Long-Term Care, hospitals and other health care providers to explore the potential for public-private partnerships for capital projects and to address barriers to this approach.

A new process that rewards initiative and innovation is being put in place. Investment allocation decisions will be connected to clinical and other outcome-based performance measures. SuperBuild and the Ministry of Health and Long-Term Care are also working with the health care sector to develop new investment options in medical technology that will help health care facilities provide faster, more accurate diagnoses and, ultimately, better treatment closer to home.

North York General Hospital

Operating at two sites, North York General Hospital (NYGH) is undergoing major restructuring to provide enhanced and more targeted services for a large and diverse community.

The NYGH Leslie Street site will be redeveloped to significantly enhance emergency services and in-patient capacities. A new state-of-the-art emergency department – one of the busiest in Toronto – is now in service and boasts a number of technological advances that will provide quicker and more effective care to patients. The Leslie Street site will also include a new building to house day surgery, ambulatory care, laboratory services, and a range of other programs. The NYGH Branson site is being converted to an ambulatory care centre with services focused on the care of the elderly. This project is in the early planning stage.

These projects represent a 30-month endeavour that broke ground January 1, 2000. The total cost of the project includes $11.5 million for parking, retail and office space that the hospital will fund entirely on its own. The hospital's capital campaign goal is currently projected to be $23 million from the community, through private foundations, corporations and the community. The government's total investment through SuperBuild is $43.9 million. To fast-track the emergency department project, SuperBuild contributed $3.1 million while North York General Hospital raised the balance of $1.3 million through its capital campaign. **Total value: $78.1 million.**

Guelph General Hospital and St. Joseph's Hospital and Home

Acute care services in Guelph have recently been consolidated to offer the community improved and expanded health care services, making it one of the Province's first completed restructuring projects.

Guelph General Hospital will now provide enhanced acute care services. The $71.1 million capital investment, with a significant amount from the City of Guelph and Wellington County, will go toward new facilities, equipment and services in areas such as surgery, emergency, diagnostic imaging, laboratory, nuclear medicine, ambulatory care clinics and other areas.

St. Joseph's Hospital and Home, which has been serving the community for 139 years, will undertake its new role as a long-term care facility, offering complex continuing care and rehabilitation. It is under redevelopment at a total project cost of $34.4 million. **Total value: $105.5 million.**

Trillium Health Care, Mississauga and Etobicoke

Trillium Health Care serves the growing communities of Mississauga and Etobicoke from two sites: a full-service hospital in Mississauga complemented by an ambulatory care and day surgery facility in Etobicoke. In response to the Health Services Restructuring Commission, expansion is now under way for mental health, rehabilitation, critical care, obstetrical beds, and emergency and ambulatory programs at Mississauga General. The changes will improve patient flow while providing comfortable quarters in a new state-of-the-art facility.

A new seven-day-a-week ambulatory care service at Trillium's Queensway Care Centre has also been established. The Care Centre's new freestanding surgical facility conducts 30,000 day-surgery procedures per year, including cataract removal, which traditionally required a hospital stay. The Centre also offers a broad range of medical care services, from CT scanning to heart monitoring and nuclear medicine, all carried out at the same location. A patient who has to wait for more than 90 minutes between arrival and diagnosis can be transferred immediately to Trillium's Mississauga General.

Through SuperBuild, the Province is contributing $40.6 million, with the Regional Municipality of Peel being an important contributor. The community will benefit from more efficient and effective patient care, increased space and the convenience of complementary hospital facilities only five kilometres apart. In addition, the Mississauga cardiac care program, to open in 2001, will provide services previously available only in downtown Toronto. **Total value: $78.6 million.**

St. Joseph's Care Group, Thunder Bay

St. Joseph's Hospital in Thunder Bay shifted its role in hospital care to become a complex continuing care and rehabilitation hospital. Major renovations were required to turn it into a modern facility providing residents with a therapeutic, home-like environment. The total capital project was $13.8 million. A total of $4.3 million was raised by St. Joseph's Foundation of Thunder Bay, with strong community support and both public and private sector partnerships. The project was completed in March 1999, on time and within budget. Northwestern Ontarians will benefit from enhanced continuing care and rehabilitation facilities, and the Thunder Bay hospital system can augment its role as a regional referral centre. St. Joseph's Care Group includes St. Joseph's Hospital, St. Joseph's Heritage and Westmount Hospital. **Total value: $13.8 million.**

Quinte Health Care Corporation, Trenton

Four hospital sites in eastern Ontario (in Belleville, Bancroft, Picton and Trenton) were amalgamated into a single hospital corporation called Quinte Health Care Corporation, to increase efficiency in the delivery of hospital-based services in the counties of Hastings, Prince Edward and part of Northumberland.

At the Trenton Memorial site, redevelopment has effectively doubled the hospital size. Ambulatory care, emergency care, day surgery and the majority of in-patient care are now provided from a new hospital wing. The project was completed in September 2000, and it is expected to serve the community well for many years to come. A significant portion of investment came from individuals and corporations. **Total value: $11 million.**

South Muskoka Memorial Hospital, Bracebridge

South Muskoka Memorial Hospital is in one of Ontario's premier vacation regions and serves a community of full-time residents, cottagers and tourists. The hospital's redevelopment plan called for an expanded emergency department and coordinated surgical services. Now nearing completion, the project will offer focused services in a modern, patient-friendly environment, with a separate, private area to serve chemotherapy patients.

Due to its importance to the community, local fundraising provided almost 60 per cent of the cost. Partners include private foundations, community organizations, local business and industry, bequests, special events and corporate donations. The international popularity of the region brought in donations from nine provinces, 22 states and four other countries including Switzerland and Hong Kong. **Total value: $21.7 million.**

At a Glance: Investing in Ontario's health care system

The following health care facilities received unconditional grants to support the implementation of Health Services Restructuring Commission-directed capital projects.

Central Region

- Brantford General Hospital
- Cambridge Memorial Hospital
- Grand River Health Services (Freeport)
- Grand River Health Services (Kitchener/Waterloo)
- Hamilton Health Sciences Corporation
- Hamilton St. Joseph's Hospital
- Lindsay Ross Memorial Hospital
- Markham Stouffville Hospital
- Niagara Health System (Niagara Falls)
- Niagara Health System (St. Catharines)
- Niagara Health System (Shaver)
- Niagara Health System (Welland)
- Northumberland Health Care Corporation (Cobourg)
- Peterborough Regional Health Centre
- St. Catharines Hotel Dieu Hospital
- St. Mary's General Hospital (Kitchener)
- Southlake Regional Health Centre (Newmarket)

Eastern Region

- Brockville General Hospital
- Brockville St. Vincent de Paul Hospital
- Children's Hospital of Eastern Ontario
- Cornwall General Hospital
- Cornwall Hotel Dieu
- Kingston General Hospital
- Kingston General Hospital (Mental Health)
- Lennox and Addington County General Hospital
- Ottawa Queensway (Carleton)
- Pembroke General Hospital
- Quinte Healthcare Corporation (Bancroft)
- Quinte Healthcare Corporation (Belleville)
- Quinte Healthcare Corporation (Picton)
- Quinte Healthcare Corporation (Trenton)
- Royal Ottawa Health Care Group
- St. Mary's of the Lake (Kingston)
- Sisters of Charity (E. Bruyère)
- Sisters of Charity (St. Vincent)
- The Ottawa Hospital

Greater Toronto Area Region

- Bloorview MacMillan Centre
- Credit Valley Hospital (Mississauga)
- Humber River Regional Hospital (Church)
- Humber River Regional Hospital (Finch)
- Lakeridge Health Corporation (Oshawa)
- Mount Sinai Hospital
- North York General Hospital
- North York General Hospital (Branson)
- Rouge Valley Health System (Ajax)
- Rouge Valley Health System (Centenary)
- St. Joseph's Health Centre
- Sunnybrook & Women's College (Sunnybrook)
- Sunnybrook & Women's College (Women's College)
- Toronto Rehabilitation Institute
- Trillium Health Centre (Cardiac Care)
- Trillium Health Centre (Mississauga)
- Trillium Health Centre (Queensway)
- West Park Hospital
- William Osler Health Centre (Brampton)
- William Osler Health Centre (Etobicoke)
- William Osler Health Centre (Georgetown)

Northern Region

- Network North
- North Bay General Hospital
- Sault Area Hospitals
- Sudbury Regional Hospital
- Thunder Bay Regional Hospital
- West Parry Sound Health Centre

Southwest Region

- Chatham Public General Hospital
- Leamington District Memorial Hospital
- London Health Sciences Centre
- London St. Joseph's Health Centre (Mental Health)
- London St. Joseph's Health Centre (Grosvenor)
- Sarnia General Hospital
- Sydenham District Hospital
- Windsor Hotel Dieu Grace Hospital
- Windsor Regional Hospital (Metropolitan)
- Windsor Regional Hospital (Western)

Building Ontario's Transportation Networks

Meeting world-class transportation challenges

An efficient, safe and accessible provincial highway network is vital to Ontario's economy and our local communities. Nearly $1 trillion of goods is moved along the 16,500 kilometres of provincial highways each year. When the highways and major international gateways are congested, our competitiveness and prosperity are seriously compromised.

Will our highway system serve the needs of Ontario's expanding economy? Ontario's population is projected to grow to 15.4 million in 2028. The Greater Toronto Area (GTA) will account for about 60 per cent of the growth, especially in the "905 belt" surrounding Toronto. If not managed properly, this projected growth will lead to increased road congestion and excessive delays. Already, Highway 401 through Toronto is rated as the busiest freeway in North America.

Provincial highway investments set all-time record

In all parts of Ontario SuperBuild is working with the Ministry of Transportation (MTO) to expand 400-series and four-lane provincial highways to ensure safe driving, decrease traffic congestion and ensure that the capacity is in place to meet future needs.

In the May 2000 provincial budget, the government announced plans to invest $1 billion in Ontario's highways, the largest amount in the province's history. About $200 million is earmarked for construction projects in the Greater Toronto Area.

Consistent with the SuperBuild approach, capital investments, wherever they are made, must be well integrated and involve as many partners as possible. A significant amount of capital will go toward rehabilitating existing highways: resurfacing pavement and repairing or replacing bridges to ensure that the investments already made in the highway network are protected.

We're also investing in projects to improve the efficiency and capacity of the existing highways by widening lanes, adding passing lanes and ramps, and through the use of intelligent transportation systems (ITS). Ontario's Highway 401 "Compass" system is a state-of-the-art example of the benefits of traffic-management technology and has expanded the way we think about managing roads beyond just pavement.

Finally, we are planning to build new highways for the future. This investment will be focused mainly in the GTA and the Golden Horseshoe area, along trade corridors and the approaches to major international border crossings.

Exploring innovative approaches to partnerships

SuperBuild and MTO are actively considering ways to bring the private sector to the table as early as possible, to share any potential risk and to accelerate the completion of the required planning work. We are looking at how to involve the private sector in the planning process for new highway projects, including the possibility of shared responsibility to meet the requirements of the Environmental Assessment Act. It may also be possible to bundle projects together, allowing the private sector to spread risk across more than one project.

We have gained experience through the privatization of Highway 407. We have also partnered with municipalities, the Greater Toronto Airports Authority (GTAA) and the private sector, to cost-share projects where the end results benefit everyone.

We are also learning from other jurisdictions that have implemented new ways to build and finance highway infrastructure. For example, one approach under consideration is "shadow tolling," where the private sector finances and constructs the infrastructure and government makes an annual payment based on the usage of the highway.

Highway 427/QEW Interchange at Sherway Gardens

MTO and the owners of the Sherway Gardens mall in Etobicoke have formed a partnership to improve transportation at the Highway 427/QEW interchange area. Part of this is a new Toronto-bound ramp from southbound Highway 427. This new ramp will not only help relieve congestion but also reduce pollution from vehicles stuck in traffic, saving time and money for millions of motorists. SuperBuild capital investment accounts for 60 per cent of the cost, with 40 per cent coming from the private sector partner. **Total partnership value: $30.2 million.**

Highway 409 transfer

The Ministry of Transportation and the Greater Toronto Airports Authority (GTAA) reached an agreement to sell Highway 409, west of Highway 427, to the Lester B. Pearson International Airport. This western part of Highway 409 is critical to the airport authority's redevelopment plans for the airport, an essential economic gateway to Ontario. The Ontario government agreed to contribute land worth $13 million. In exchange, the GTAA pledged to invest some $80 million in improvements to the roadway. **Total partnership value: $93 million.**

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Cost-sharing leads to highway improvements

MTO has signed a memorandum of understanding with Durham Region for cost-sharing improvements to the section of Highway 401 in the area. The agreement provides for the construction of at least two new interchanges that will improve traffic flow and assist local development. Work is estimated to cost approximately $59 million.

Under a memorandum of agreement with the Regional Municipality of York, the ministry and the Region will contribute more than $45 million for provincial and municipal road improvements. The improvements include interchange improvements at Highways 9 and 400, the widening of Highway 9 between Highway 400 and Newmarket, an extension of Highway 404 from Davis Drive to Herald Road, and York Region's Green Lane/Herald Road Project.

As another example of partnerships with the municipal sector, MTO and the City of Barrie are cost-sharing a $9.1 million expansion of Highway 400 at Molson Park Drive. The project involves replacing the existing Highway 400 bridge and making improvements to the interchange. Highway 400 is a key transportation gateway for millions of tourists and cottagers.

MTO has also signed a $54 million memorandum of understanding with the Regional Municipality of Peel to extend Highway 410 northward to Highway 10 in Snelgrove.

The ministry has signed a legal agreement with the Town of Oakville for the re-construction of the QEW/Third Line interchange. The value of this project is estimated at $20 million.

Building Ontario's Justice Facilities

Investing in the province's courthouses and correctional facilities

The justice system affects all our lives. An efficient and effective justice system supports everyone's right to be safe and feel safe from crime, and provides a stable legal base for a strong economy.

Ontario, however, has a number of outdated courthouses and its correctional system is aging. SuperBuild is currently assessing courthouse needs across the province. We are also advising the Ministry of Correctional Services on major capital projects to modernize provincial correctional facilities. We are encouraging innovative ways to build modern, efficient facilities that offer taxpayers more value and, most importantly, greater peace of mind.

Assessing partnership opportunities for improved justice services

Since 1995, the provincial government has committed $269 million to build or renovate court facilities and $457 million to modernize jails. This is the largest courthouse and jail construction program in Canada. Among these projects, new courthouses in Hamilton, Welland, Brampton and Windsor officially opened in the past two years. Other courthouse projects are either under construction or are in the planning stages, such as those in Brockville, Pembroke, Chatham and Owen Sound.

In July 2000, in cooperation with the Ministry of the Attorney General, SuperBuild issued a request for proposals to develop an innovative public-private partnership approach to modernize court facilities.

The selected consultants immediately began to focus on developing potential partnership models for the Durham Region courthouse. They also are looking at facility needs in London, Newmarket, Barrie, Kingston, Belleville, Sudbury, St. Thomas and Halton Region before considering partnership strategies. For court facilities in Kitchener, Thunder Bay and Toronto, where needs have already been analyzed, the consultants will review options for developing potential partnerships.

The study is also identifying opportunities for the provincial government to partner with the private or broader public sector in financing, building and operating court facilities.

SuperBuild's partnership approach will explore the potential for new courts to be built as part of larger, multi-use justice complexes. This model would change courthouse design by consolidating core functions such as courtrooms and prisoner-handling areas into a single building, while general office space and law association libraries may be housed in an adjoining facility.

The approach is not "one size fits all." It will be applied only where it can address the needs of the community and reduce costs.

Renewing correctional facility infrastructure

More than one-third of Ontario's jails are older than the country itself. The Ontario government has committed $457 million to modernize jails and to retrofit others with security upgrades. In addition, $50 million has been allocated to create a dedicated system for young offenders that is safe and efficient. By spring 2004, Ontario's existing system of institutions for adult inmates will be transformed into a modern system that is safe, secure, efficient and effective.

This initiative is part of an overall plan announced by the government in 1996 to introduce standards and performance benchmarks for restructuring and redeveloping the Province's jails. Sixteen capital projects are currently in advanced planning stages or fully completed. Two new "super jails" are under construction in Penetanguishene and Lindsay, and the existing Maplehurst facility in Milton is being expanded into a "super jail." Once retrofits and expansions are completed at Maplehurst, this will be Ontario's largest jail.

This initiative will enhance public safety through the development of a modern, no-frills correctional infrastructure, which will incorporate the most advanced technologies and ultra-modern features designed to create a safe and secure environment for staff, inmates and the public.

The government will renew the current young offender infrastructure to create a dedicated system for young offenders. To achieve this, a key component will be the removal of young offenders from 10 units in adult facilities.

The creation of a dedicated system for young offenders will focus on the programming requirements of young offenders and fulfils the government's commitment made in 1997 to create a dedicated young offender system.

Super Jails: Central North Correctional Complex (Penetanguishene) and Central East Correctional Complex (Lindsay)

The government is building two prototypical facilities in Ontario – one in Penetanguishene and one in Lindsay. Both sites were selected using a willing-host process. The facilities will be 37,639-square-metre buildings, each with 1,200 beds for male and female inmates. The facilities will each include six 192-pod housing structures with adjacent program areas and connecting links, a separate housing and program unit for female offenders, a medical infirmary, segregation and treatment units. Support facilities will include an administrative wing and a meal preparation/maintenance/warehouse facility among others. Each facility will cost approximately $86 million and create 1,462 construction-related jobs in its respective community. In the case of the Penetanguishene location, the government is currently pursuing a public-private partnership for the operation of this facility.

Super Jail: Maplehurst Correctional Complex (Milton)

This facility is the most complex of the Infrastructure Renewal Projects. Currently a 600-bed institution, the retrofit and expansion will increase the bed space of the institution by 900 beds. The expansion part of the project includes approximately 29,200 square metres of new construction. About 5,420 square metres of the facility will be renovated in the retrofit. This project will cost $89 million and create 1,513 construction-related jobs in the local community.

Durham Courthouse

The new Durham Region courthouse would be the first in Canada to be funded through an innovative private and broader public sector partnership approach. Potential partnership models are currently being studied. Durham is one of Ontario's fastest-growing regions, and the court caseload continues to grow. Its current seven court facilities (which are spread throughout the region) cannot be expanded to accommodate increasing caseloads and changing program requirements. The new courthouse complex will consolidate these facilities, and the services they provide, in one location.

Owen Sound Courthouse

A new state-of-the-art courthouse in Owen Sound, scheduled to open in spring 2002, will consolidate all court services in one location. It will have modern security features and enhanced court services, including programs for supporting victims who are witnesses or in crisis. There's even a child-friendly courtroom that's less intimidating, with specially trained staff and a screen in front of the witness stand to shield child witnesses from the accused. The SuperBuild investment is $16 million.

Brockville Courthouse

SuperBuild is contributing $1.5 million in addition to the original $10.7 million contributed by the Province for renovating, restoring and expanding a national heritage site that houses the Brockville courts. The additional SuperBuild investment will create more space for the victim/witness assistance program that guides victims through the court process and provides information and references to community programs. It will also provide space for the Unified Family Court, which deals with all aspects of family law, plus facilities for handling prisoners.

Chatham Courthouse

SuperBuild is contributing $11.2 million to assist with renovations to the Kent-Chatham municipal building to accommodate court facilities for completion in 2002. The site will continue to also provide municipal services.

At a Glance: Modernizing and building new justice facilities for a safer Ontario

A sample of selected capital commitments by SuperBuild and its private and public sector partners is provided below.

Central Region

- Central East Correctional Facility (Lindsay) 1,200-bed correctional facility
- Central North Correctional Facility (Penetanguishene) 1,200-bed correctional facility
- Hamilton Courthouse consolidation
- Kitchener Crown Attorney Office relocation
- Welland Courthouse consolidation
- Sprucedale Youth Centre (Simcoe) retrofit

Eastern Region

- Brockville Courthouse consolidation
- Brookside Youth Centre (Cobourg) renovation into strict-discipline programming centre
- Ottawa-Carleton Detention Centre (Gloucester) new construction and a retrofit
- Quinte Detention Centre (Napanee) security retrofit
- Rideau Correctional Centre conversion into an alternative-service-delivery strict-discipline young offender facility
- St. Lawrence Valley Complex (Brockville) retrofit Brockville Psychiatric Hospital

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Greater Toronto Area Region

- Brampton Courthouse consolidation
- Durham Courthouse upgrades
- Maplehurst Correctional Complex (Milton) expansion and retrofit
- Vanier Centre for Women (Brampton) retrofitted and expanded into a young offender detention centre

Northern Region

- Construction of a 100-bed adult strict-discipline facility
- Algoma Complex (Northern Treatment Centre) construction of a new 36-bed maximum-security remand unit
- Monteith Jail security retrofit
- Near North Correctional Complex (North Bay) retrofit and new construction
- Planned building of two new young offender facilities
- Thunder Bay Complex retrofit and new construction
- Cecil Facer Youth Centre (Sudbury) planned retrofit

Southwest Region

- Bluewater Youth Centre (Goderich) planned retrofit
- Chatham Courthouse consolidation
- Elgin-Middlesex Detention Centre (London) security retrofit
- Owen Sound Courthouse consolidation
- Petrolia OPP Detachment
- Planned new alternative-service-delivery strict-discipline facility
- Windsor Courthouse consolidation

Building Ontario's North

Fostering economic development throughout Ontario's North

Ontario's North needs new infrastructure if the region is to grow and prosper. Investments are needed in highways, basic telecommunications and advanced technologies that permit remote medical diagnosis for residents. These improvements will strengthen the link between northern communities and the rest of the province, creating new employment opportunities and enhancing the quality of life.

SuperBuild and the Northern Ontario Heritage Fund Corporation (NOHFC) are committed to working with private, municipal and institutional sector partners to address the needs of Ontario's North. The NOHFC funds promising economic ventures with special focus on telecommunications, tourism and strategic partnerships with communities and business.

Hospitals and community health centres in Northern Ontario are a major beneficiary of the collaboration between SuperBuild and NOHFC. In 1999, NOHFC announced an initiative to fund capital improvement projects and medical equipment purchases in small communities across Northern Ontario to bring quality health care services closer to home for all northerners. So far, some 115 primary care facilities across the North have received $13 million, permitting significant renovations and medical equipment purchases such as x-ray machines, defibrillators, vital-signs monitors and dental equipment.

Health Infrastructure – Espanola

Thanks to SuperBuild and the Northern Ontario Heritage Fund Corporation (NOHFC), a new family practice clinic in Espanola will allow local residents to enjoy excellent integrated health care services from their local physicians in modern and comfortable surroundings. In January 2000, Espanola General Hospital received $350,000 from NOHFC to construct its new family practice clinic. Conveniently located adjacent to the hospital, the clinic can accommodate six physicians and is equipped with 16 examination rooms. First-rate health care is essential to a high quality of life. It's also important in attracting new economic development to smaller centres such as Espanola in Ontario's North.

Northern Highways Program

Through SuperBuild, Ontario has made a record investment in northern highway infrastructure improvements: more than $200 million in 2000 alone through the Northern Highways Program. This represents an increase of $68 million or almost 35 per cent compared to the previous year.

Highways are the North's economic lifelines. That's why a program to accelerate the four-laning of Highway 11 from North Bay to Huntsville, and Highway 69 south of

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Parry Sound is well under way. Improving and expanding these two important routes will benefit everyone who lives, works, visits or invests in Northern Ontario. The investment will pay dividends in the form of long-term economic development and a safe, reliable highway system.

Rainy River Community Centre

The people of Rainy River in northwestern Ontario now enjoy the amenities of a modern recreational facility, thanks to a partnership between the town and the Province. In September 1999, NOHFC made a $100,000 contribution to the Rainy River Community Centre for new bleachers, barrier-free access, new roofing and an upgraded electrical system. This contribution is part of an initiative to build, renew and enhance community infrastructure in Ontario's North, providing facilities for essential services such as fire stations, recreational and community centres. So far a total of $27 million has been contributed to 275 projects across the North.

Aboriginal Community Capital Infrastructure Program

Through the Federal-Provincial Aboriginal Communities Infrastructure Agreement, the Government of Ontario is working with the federal government to ensure that remote northern Aboriginal communities have water and sewer services. Administered by the Ministry of Northern Development and Mines and funded by the Ontario Native Affairs Secretariat, this program has provided indoor plumbing and sewage services to more than 3,600 homes in 28 First Nations communities. Over the life of the agreement, the Government of Ontario will provide $70 million to this important initiative, while leveraging $239 million from the Government of Canada. The federal funds are used to assist communities with water and sewage treatment plants, community water and sewer lines, water and sewage trucks, garages and other major servicing components.

By providing homes in remote communities with this vital infrastructure, the Ontario government is making a significant difference in the quality of life for many First Nations families.

Shania Twain and Timmins Gold

In the northeastern Ontario community of Timmins, country-music recording artist Shania Twain has partnered with the city and SuperBuild to overhaul a tourist attraction that builds on the city's rich gold mining heritage and her fame. In October 1999, NOHFC announced a contribution of nearly $5 million toward a $12 million expansion of the Timmins Gold Mine Tour. This expansion, to be completed in December 2001, includes a new interpretive centre as well as $1 million worth of memorabilia donated by the award-winning star who grew up in Timmins. The new Gold Mine Tour is expected to attract thousands of new visitors, create almost 100 jobs, and provide a long-term economic boost for the region. Shania fans across North America are already phoning and planning trips to their idol's home town.

At a Glance: Strengthening Northern Ontario's communities

The following represents a sample of selected capital commitments through SuperBuild and its private and public sector partners. In addition, capital commitments have been made to winter and access road projects, local roads boards and the rehabilitation of mine tailing sites.

Northern Ontario Heritage Fund Corporation

- (Blind River) St. Joseph's Health Centre
- (Capreol) Conversion of former high school into training centre for CNR employees
- (Cochrane) Lady Minto Hospital and Medical Clinic
- (Englehart) Englehart and District Hospital and Medical Clinic
- (Espanola) Family practice clinic at Espanola General Hospital
- (Fort Frances) New arena
- (Lakes of the Woods Township) Lake of the Woods District Hospital
- (Parry Sound) Performing Arts Centre and Bobby Orr Hall of Fame and Entertainment Centre
- (Pikangikum First Nation) 115kV transmission line to the provincial electricity grid
- (Sturgeon Falls) West Nipissing General Hospital
- (Thunder Bay) Multi-site call centre

Northern Highways Program

- HWY 11 Reconstruction of 16 km east of Atikokan
- HWY 11 Reconstruction of 36 km west of Hearst
- HWY 11 Expand to four lanes 36 km between Huntsville and North Bay*
- HWY 11 Reconstruction of 10 km north of North Bay
- HWYS 11 & 502 Reconstruction of 27 km west of Fort Frances
- HWY 17 New four-lane highway through Garden River First Nation east of Sault Ste. Marie*
- HWY 17 Reconstruction of 51 km west of Ignace
- HWY 17 Reconstruction of 28 km from Marathon westerly
- HWY 17 Reconstruction of 21 km north of Sault Ste. Marie
- HWY 17 Reconstruction of 9 km west of Sudbury
- HWY 17 Reconstruction of 33 km from Thessalon to Iron Bridge
- HWY 69 Expand to four lanes 40 km south of Parry Sound*
- HWY 527 Reconstruction of 25 km north of Thunder Bay
- HWY 655 Reconstruction of 14 km north of Timmins

* A major multi-year project.

Building Ontario's Communities

Thinking ahead. Acting now.

While there are already a number of tangible examples of SuperBuild at work, one important priority was to establish criteria for infrastructure development in three key areas:

- urban renewal in Ontario's largest cities;
- improvements in agricultural/rural areas, small towns and small cities; and
- sports, cultural and recreational facilities that make important contributions to every community's quality of life.

To address these priorities, the following SuperBuild initiatives have been announced:

SuperBuild Millennium Partnerships

As the Province's main vehicle for changing the way public infrastructure is provided for large urban centres, Millennium Partnerships will help close the gap between urban infrastructure needs and the public sector's ability to pay for them. It will also ensure that Ontario's largest cities become even better places to live, work, invest and raise a family.

The initiative will rely heavily on public-private partnerships and creativity to find new ways to solve problems and finance improvements. For example, cost sharing between the province and the private sector can be extended to include other partners, such as the federal government, local governments, non-profit organizations and other public-sector entities.

Over a five-year period, Millennium Partnerships will invest $1 billion in innovative public-private partnerships for strategic infrastructure projects. Proposals will be evaluated through a competitive process based on clear criteria.

Toronto Waterfront Revitalization Plan

The Toronto Waterfront Revitalization plan is a good example of a Millennium Partnership initiative. A task force, led by Toronto businessman Robert Pirug, identified the infrastructure costs required for improvements in transportation, environment, parks and land to stimulate new commercial and residential investments in Toronto's central waterfront area. On October 20, 2000, all three levels of government announced $1.5 billion in funding for Toronto waterfront revitalization, and for public infrastructure that will support the 2008 Olympics bid. The Government of Ontario has committed $500 million through SuperBuild Millennium Partnerships.

Ontario Small Town and Rural Development (OSTAR)

This initiative is a five-year, $600 million program designed to improve the quality of infrastructure and stimulate economic development in Ontario's agricultural and rural areas, small cities and towns. For the initial round (with applications currently under review), the priority is on public health and safety, including water and sewer system upgrades required to comply with Ontario's new Drinking Water Protection Regulation.

OSTAR proposals will be evaluated according to need, technical quality and innovation, cost efficiency, partner contributions, quality of the financial plan, and adequacy of the municipality's long-term capital asset management plan for the project.

Sports, Culture and Tourism Partnerships

Sports, culture, recreational and tourism facilities are important contributors to a community's quality of life. During tough economic times, however, many facilities deteriorated due to deferral of maintenance investment. Thus, many arenas, theatres and other community facilities are now in need of renewal or repair, while newer communities, including ones that will be built over the next five years, will need to invest in new facilities.

This SuperBuild initiative will make $300 million available over the next five years to rebuild and enhance municipally owned or endorsed sports, cultural, recreational and tourism facilities throughout the province. Major cultural and tourist attractions owned by provincial agencies (such as the Ontario Science Centre, Science North and the Royal Ontario Museum) or non-profit organizations are also eligible to apply.

This competitive criteria-based initiative will ensure that the most beneficial projects receive SuperBuild investment.

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Stratford Festival Avon Theatre Renewal Project

SuperBuild is earning rave reviews at the world-famous Stratford Festival. A $2 million SuperBuild investment is helping to renovate the historic Avon Theatre, along with a $10 million investment from other partners. This investment will ensure the continued financial health of one of Ontario's biggest cultural and tourist attractions.

The Stratford Festival generates about $350 million annually in total economic activity, supporting 6,000 local jobs. But to continue this robust economic contribution, the Festival must stay competitive. With more than 40 per cent of its audience coming from outside Canada, it is essential to have a modern facility offering visitors a first-class theatrical experience. This is where SuperBuild comes in – investing with partners in a vital sector of the economy.

Project partners include the City of Stratford, which has contributed $1 million, and the Festival's own patrons and sponsors. The Festival aims to raise $7 million through corporate support, private donations and a ticket surcharge, as well as seeking $2 million from the federal government. Renovations should be completed in time for the Festival's 50th anniversary celebrations in 2002.

The Stratford Festival Avon Theatre Renewal Project is a good example of the infrastructure partnerships to be supported by SuperBuild's new sports, culture and tourism partnerships initiative.

Building Ontario's Future – Together

As we hope this first progress report has demonstrated, we can already point to many examples of SuperBuild's vision at work. But it is still just a start. There is much more work to be done.

SuperBuild is eager to work with private and broader public sector partners to build Ontario's public infrastructure to benefit local communities and the province at large, while making the most of taxpayers' dollars.

Stay tuned. Visit our Web site or get on our mailing list. There are many more partnership opportunities to come.

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